



UNIVERSITY OF TORONTO
UNIVERSITY EXTENSION

Business and Industry

SESSION 1961-1962



Business and Industry

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1961



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BUSINESS AND INDUSTRY COURSES

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GENERAL INFORMATION

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BUSINESS AND INDUSTRY SECTION

PURPOSE

The principal purpose of the Business and Industry section of the Division of University Extension is to provide an educational programme of two types of subjects:

- (a) Subjects fundamental to business dealing with basic principles, and
- (b) A number of "applied" subjects the nature of which frequently changes depending upon the needs of the candidates.

The subjects offered under (a) above are usually 20 lectures in length, conducted on a discussion-seminar basis and limited in class size. The objective is an intensive analysis of the subject. Consequently, outside reading is encouraged as well as class discussion. Some subjects are more advanced than others and require prior participation in basic courses for admission. By careful planning it would be possible to take an integrated programme over a period of years. Written tests are offered to students who wish to take them, but this is not obligatory.

Generally speaking the subjects referred to under (b) above are lecture courses, consisting of a separate lecture each evening. As has been suggested, these are "information-giving" frequently an attempt to meet the current needs of a particular section of the business community. We are greatly assisted in many of these courses by the efforts of the co-sponsoring associations and institutes.

In summary, this programme of studies attempts to provide an opportunity to learn the "why" of things rather than the "how", the fundamental principles rather than the specialized detailed practice. The subjects are taught by a group of lecturers drawn from the University and the business community, who have broad experience in the practical application of their particular subject.

REGISTRATION

Students enrol by completing the application for admission on page 35 of this booklet, making the cheque or money order payable at par to

UNIVERSITY OF TORONTO

Individual application and payment is required from every student for each course.

FEES

Fees are payable in advance.

Students are encouraged to enrol by mail, or in person at the University Extension, Room 207, 65 St. George Street, Toronto 5, from 9 a.m. to 5 p.m., daily except Saturdays.

EVENING REGISTRATION AND COUNSELLING will be held in the Wallberg Building (corner of St. George and College Streets) on the following evenings:

Monday, September 18	7:30-9 p.m.
Wednesday, September 20	7:30-9 p.m.
Monday, September 25	7:30-9 p.m.

ADMIT-TO-LECTURE CARD

When a student enrolls in a course he receives a numbered receipt which is his admit-to-lecture card. This card must be shown at each lecture before entering the classroom.

COURSE ENROLMENT

Applications, when accompanied by full fee, are accepted according to the date they are received at the Division. Last day for enrolment for subjects starting Fall Term—September 30th. Lectures begin week of October 10th. Last day for enrolment for subjects starting Winter Term—January 4th. Lectures begin week of January 9th.

In many classes enrolment is limited to 50 students. If more than this number wish to register for a class, an effort will be made to organize an additional class. A second class will not be offered, however, until a minimum of 25 students has been accepted.

REFUNDS AND WITHDRAWALS

A student is held responsible for all courses in which he registers, unless he officially withdraws. Ceasing to attend class does not constitute official withdrawal. Refunds will be considered *only* if they are requested before the *second* lecture of the course is given. Allowances cannot be made for a change of personal plans or for additional commitments which a student may accept after arranging his course schedule.

Because of the cost of making adjustments, a charge of \$5.00 is made for each refund. REQUESTS FOR REFUNDS MUST BE IN WRITING AND BE ACCOMPANIED BY ADMIT-TO-LECTURE CARDS.

REQUIREMENTS AND RECOGNITION

Unless otherwise indicated, there are no academic requirements. In the case of some subjects, applicants are asked to send with their application a brief resume of experience so that we may assist the student to enter the appropriate class.

It is no longer possible for the Division to issue letters stating that an individual student was registered in a particular course, or attended a course. Optional tests are offered, however, in many classes. The Division will issue a letter of recognition based on the lecturer's appraisal of the student's progress for those students who exercise this option.

The courses offered in the Business and Industry section do not lead to a diploma or degree.

All courses are subject to change as to the time and place before the beginning of the term. Students should call WA. 3-6611, locals 301, 307, 304, for information.

PARKING

Because of fire regulations, parking on the campus has been restricted. While students can find parking areas in the vicinity, they are urged to use public transportation.

DESCRIPTION OF COURSES

Accounting—Introductory

Lecturer: L. R. Rosenberg

20 lectures on Monday evenings at 6:00 in Room 202, Mechanical Building, beginning October 16th. Fee: \$40.00

This accounting course of introductory basic principles and practices will cover the practical methods and underlying purposes of recording, classifying and summarizing the events and transactions of commercial activity.

It is intended for persons who have no formal training in accounting but who would be interested in acquiring a basic knowledge of keeping records, preparing and understanding financial statements, etc. As part of this lecture-discussion course, students will be expected to do reading and practical exercises.

The class will be limited to 50 students.

Accounting—Intermediate

Lecturer: Stewart MacLellan

20 lectures on Monday evenings at 6:00 in Room 254, Mechanical Building, beginning October 16th. Fee: \$40.00

This course is intended for those persons who have a knowledge of accounting fundamentals, are at present working in accounting and wish to enlarge their understanding of the theory and practice.

Preparation of exercises and reading of lesson material will be required.

The class will be limited to 50 students.

TEXT: R. G. H. SMAILES—Accounting, *Principles and Practice*, Ryerson Press.

Accounting—Financial Statement Analysis

Lecturer: K. H. C. Laundry

20 lectures on Monday evenings at 7:30 in Room 123, Mining Building, beginning October 16th. Fee: \$40.00

The purpose of this course is to give those businessmen who have some knowledge of accounting a greater understanding of the problems involved in the reporting and analysis of financial information. The following topics will be discussed:

- Generally accepted accounting principles of asset valuation and income measurement

- Assumptions underlying the financial statements

- Composition of financial statements

- Limitations of financial statements

- Form, content and legal requirements of the balance sheet, statement of profit and loss and surplus statement

- Reporting of financial information by Canadian Public Companies

- Methods used to analyse balance sheets and statements of profit and loss

- Problems involved in price level changes.

Accounting—Fundamentals for Non-Financial Managers

Lecturer: T. P. Abel

20 lectures on Monday evenings at 6:00 in Room 104, School of Nursing, beginning October 16th. Fee: \$40.00

Many managers have reached their present positions through departments in the business other than the accounting department. This course is designed specifically to convey fundamental concepts and practices of finance and accounting to operating managers. The course begins with a few sessions on bookkeeping and accounting procedures and goes on to review financial statement analysis, cost accounting, budgeting and financing. The lecture-discussion method concentrates on the effect of financial and accounting concepts on interpretation of results, planning and influence on decision making. Case problems are used to illustrate significant aspects of the principles.

The class will be limited to 50 students.

Accounting—Cost Accounting for Management

Lecturer: H. E. Green

20 lectures on Wednesday evenings at 8:00 in Room 254, Mechanical Building, beginning October 11th. Fee: \$40.00

This course deals with *cost accounting*, *cost control* and *costs for use in business planning*. It emphasizes current practice in cost accounting and related fields, and will be useful to business managers, key personnel and others who are required to interpret costs in running a business.

Function: Cost accounting is distinguished from financial accounting in that the former focuses attention upon individual products and relatively minute groups of activities, whereas, the latter takes the view exemplified by monthly balance sheets and statements of profit and loss.

Materials: Accounting for acquisition, storage and dispensation of production materials, work-in-process, finished goods and supplies.

The measuring stick for "laid-down cost"
Accepted methods of inventory valuation.

Labour:

Differences in direct and indirect labour
Wage Systems
Accounting for labour.

Operating Expenses:

Species
Function
Behaviour
Allocation
Proration

Standard Costing:

Types of standards
Types of variances
Variance Analysis

Direct Costing vs Absorption Costing:

Importance of "Break-even" point

Administrative Practices

Lecturer: E. S. Phillips

20 lectures on Wednesday evenings at 6:00, in Room 414, Mechanical Building, beginning October 11th. Fee: \$40.00

The function of the administrator and the general nature of administration are the major subjects to be studied in this course. The practical reality involved in day-to-day planning, policy-making and control will be examined in the light of up-to-date theoretical knowledge of the administrative process.

This is a seminar-type course hence the emphasis will be on class discussion. Cases, films and an extensive reading list will help to provide background for what is hoped will be vigorous discussion.

Practical experience in administration at a decision-making level is a prerequisite for admission to the course.

The class will be limited to 35 students.

Advertising Management

Lecturer: J. G. MacLean

20 lectures on Thursday evenings at 7:30 in Room 123, Mining Building, beginning October 12th. Fee: \$40.00

Primarily a course for people with responsible positions in advertising, for sales executives who use advertising as a selling tool, and for general management personnel who direct or deal with advertising services, inside or outside their own companies.

The emphasis will be on the objectives, planning, budgeting and analysis of advertising results, rather than the mechanics of preparation and production.

This course will examine the functions and responsibilities of advertising in its relation to merchandising, company growth and the Corporate Image. Special reference will be paid to development of sales, both present and future, and for company growth, by influencing the public's attitude toward the advertiser.

An analysis of the various media, such as newspapers, magazines, radio and television which are available to achieve these aims will be made.

Advertising as a force, in the growth of our economy, through the building of entirely new industries based on new consumer needs and desires will be studied.

Class discussion will be encouraged. The class will be limited to 40 students.

Business Administration

Lecturer: W. A. Dimma

20 lectures on Tuesday evenings at 6:00 p.m. in Room 252, Mechanical Building, beginning October 10th. Fee: \$40.00

This course, divided into the four general areas of production, marketing, accounting and finance, and general management, will deal with a wide range of business activities. In twenty lectures the lecturer will survey many phases of business rather than select fewer topics and treat them more exhaustively. For this reason, admission to this programme presupposes a general knowledge of business and at least some practical experience.

The class will be limited to 100 students.

Business Forecasting—Principles and Practice

Lecturer: Jacques J. Singer

10 lectures on Tuesday evenings, at 6:00 in Room 420, Galbraith Building, beginning October 10th.

Fee: \$20.00

This course surveys:

- (1) The need for business forecasting
- (2) Statistical methods and economic logic used in short-term and long-range forecasting
- (3) A variety of widely known forecasts.

It should be of assistance to persons charged with both the preparation and interpretation of business and general economic forecasts. Emphasis will be on practical applications. An elementary course in economics and/or statistics is a prerequisite.

Business Law

Lecturer: W. L. S. Trivett

20 lectures on Thursday evenings at 7:30 in Room 116, Wallberg Building, beginning October 12th.

\$40.00

The lectures in this course will be aimed at counselling an average businessman. Included in the topics which will be dealt with are:

The making of contracts

Buying, selling and mortgaging real estate

Municipal laws, zoning and assessment

Corporation and income tax

Sole enterprise, partnership and corporation law including manner of incorporation, organization, share structure and duties of directors

Financing the business enterprise

Credit buying and collection of debts.

The course is designed to be practical and informative, but not a substitute for legal advice. Students will be given sources of information and projects will be assigned to them.

The class will be limited to 50 students.

Economics—An Introduction

Lecturer: Sheila Eastman

20 lectures on Monday evenings at 8:00 in Room 123, Wallberg Building, beginning October 16th.

Fee: \$40.00

The stimulating course has been designed to meet the needs of young executives and others interested in Canada's economic past, present and future. Using the lecture-discussion method, the following topics will form the basis of a description and analysis of the operation of the Canadian economy:

National Income and Economic Growth

Banking and Taxation; Monetary and Fiscal Policy

Monopoly and Competition

The Pricing System

Labour Problems

Canada and the World Economy

Comparative Economic Systems and Comparative Living Standards.

The class will be limited to 50 students.

Basic reading for those who wish some advance preparation:

1. V. W. Bladen: *Introduction to Political Economy*, Third Edition, University of Toronto Press, 1956.
2. Allen Buchanan, Colberg: *Prices, Income and Public Policy*, McGraw Hill Publishing Co., 1954.
3. H. G. Brainard: *Economics in Action*, Oxford University Press, 1959.

Economics—Canada and The World Economy

Lecturer: H. I. Macdonald

16 lectures on Monday evenings at 6:00 in Room 116, Wallberg Building, beginning October 16th. Fee: \$30.00

This course is designed to outline the theory and practice of international trade, foreign investment and foreign exchange in the world economy. It will examine the development of world trade, international agencies, and new institutions such as the European Common Market. Attention will be concentrated on the position of Canada in the world economy and her current problems. Some familiarity with the general background of Economics will be helpful such as that offered in "Economics—An Introduction".

1. The Evolution of the World Economy
2. The Basis of Free Trade
3. The Arguments for Tariff Protection
4. The Gold Standard and the Inter-War Years
5. Foreign Exchange and the Foreign Exchange Rate:
 - (a) free exchange rates
 - (b) controlled exchange rates
6. The Balance-of-Payments:
 - (a) meaning and contents
 - (b) Canada
 - (c) the process of adjustment
7. Foreign Trade and Economic Growth
8. Canadian Commercial Policy
9. Foreign Investment:
 - (a) the theory and meaning
 - (b) the Canadian experience
 - (c) particular Canadian problems
10. The European Common Market and Free Trade Association
11. International Organizations: the IMF, IBRD, GATT.
12. The United States and the World Economy: Trade and Development.

Economics—Canada's Major Industries

Course Director & Lecturer: E. Sievwright

10 lectures on Monday evenings at 8:00 in Room 254, Mechanical Building, beginning October 2nd. Fee: \$25.00

This course is designed to review Canada's ten major industries with a **view to highlighting** their contributions to the Canadian economy, and discussing their current problems and growth potential. Each session will start with a brief lecture on the Industry concerned by the Course Director. This session will be followed by the guest speaker, who will be a chief executive from one of the leading companies in the industry being discussed.

Following the talk, the session will be open to an informal discussion period during which the guest speaker will be invited to answer questions from the class.

Economics—Money, Banking and Finance

Lecturer: E. P. Neufeld

16 lectures on Monday evenings at 8:00 in Room 101, School of Nursing, beginning October 16th. Fee: \$30.00

The purpose of this course is to outline and discuss with the group the theory of money, banking and the capital market, and its practical application in the Canadian environment. This will include the development of the Canadian capital market and particular institutions in it, the operations of the central bank and its impact on the capital market, the nature of economic instability and of economic stabilization policy, problems of the capital market and other related topics.

The class will be limited to 50 students.

Effective Speech in Business

Lecturer: Mrs. Helen Tucker

20 lectures on Wednesday evenings at 7:30 in Room 104, School of Nursing, beginning October 11th. Fee: \$40.00

Men and women in business seeking improvement in self-expression and communication usually require some basic training in voice production, clarity of expression which includes vocabulary and style, and greater ease in communicating ideas to different types of people. This is the kind of training given in the first or introductory course.

Having acquired basic facility in expression of ideas, attention is turned in the second term to "thinking on one's feet", practice in preparing and making various types of speeches, critical listening and analysis of communication in business. The group's preferences are consulted.

The class is limited to 30 students.

High Speed Data Processing

Lecturers: C. C. Gotlieb and J. N. P. Hume

20 lectures on Thursday evenings at 7:30 in Room 420, Galbraith Building, beginning October 12th. Fee: \$50.00

This introduction to modern high-speed data processing systems provides a general background on the uses of stored programme electronic data processors in business problems. It is divided into three approximately equal sections:

- data processing systems,
- coding and programming,
- applications.

The section of systems is a study of the components and principles of electronic data processors. That on coding and programming introduces terminology and new ideas through a few simple problems. The last section is about the application of these new methods to insurance, inventory control, accounting, production scheduling, etc. Throughout, a special effort is made to concentrate on methods which are generally valid on modern

machines and widely applicable. The course terminates with a symposium, in which representatives of manufacturing and other organizations active in this field in Canada are invited to participate.

Applicants need not have specialized knowledge of mathematics nor any knowledge of electronics. They should, however, have some interest and experience in a field where the handling of numerical data is important, such as accounting, banking, business management, investment financing or insurance.

This class is limited to 100 students.

Industrial Management

Lecturer: W. T. Nutson

20 lectures on Thursday evenings at 7:30 in Room 254, Mechanical Building, beginning October 12th. Fee: \$40.00

This course—a study of the principle and technique of management with emphasis on industrial engineering, recognizes the increasing interest of industry in scientific management. It should be of interest to persons working either in line or staff positions. The different functions of management as they apply in a manufacturing organization are considered. The techniques of scientific management are explained and case problems will be discussed, to indicate their application.

The class will be limited to 50 students.

TEXT: R. C. DAVIS—*Industrial Organization and Management*, Harper.

Man and His Working Environment

Lecturer: J. R. Brown

20 lectures on Thursday evenings at 7:30 in Room 203, School of Hygiene, beginning October 12th. Fee: \$40.00

Environmental factors affecting human health, comfort and productivity. A course of 20 lecture-demonstrations in physiological and physical aspects of man in his working environment. Background information for the engineer, architect and others whose daily work brings him into contact with problems of health, comfort and efficiency as they effect the population at large.

1. Physiology of the heart and lungs.
2. Physiology of the nervous system including special senses.
3. Elementary Anatomy I.
4. Elementary Anatomy II.
5. Man in a hot environment.
6. Man in a cold environment.
7. Man in a noisy environment.
8. Artificial respiration.
9. Atmospheric pollution.
10. Atmospheric pollution.
11. Biological effect of ionizing radiation.
12. Biological effect of ionizing radiation.
13. Muscular work in industry.
14. Muscular work in industry.
15. Posture and human performance.
16. Human problems of sight, light and efficiency.
17. Problems associated with use of industrial protective clothing.
- 18, 19, 20. Chemical hazards in industry.

Marketing IA

20 lectures on Wednesday evenings at 7:30 in Room 1033, Wallberg Building, beginning October 11th. Fee: \$40.00

Marketing plays a dynamic and vital role in modern business by coordinating all activities which are responsible for distributing goods from producer to consumer. This course deals with each phase of marketing through a series of lectures, case discussions of actual marketing problems and guest speakers who are prominent marketing executives. This stimulating course has a two-fold purpose:

To outline basic marketing principles and practices

To develop an individual's ability to analyse and present recommendations on marketing problems.

The class will be limited to 50 students.

TEXT: LEIGHTON AND THAIN—*Canadian Problems in Marketing*, McGraw-Hill, 1959.

Marketing IB

Lecturer: William Francis

20 lectures on Thursday evenings at 7:30, in Room 1033, Wallberg Building, beginning October 12th. Fee: \$40.00

Marketing plays a dynamic and vital role in modern business by coordinating all activities which are responsible for distributing goods from producer to consumer. This course deals with each phase of marketing through a series of lectures, case discussions of actual marketing problems and guest speakers who are prominent marketing executives. This stimulating course has a two-fold purpose—to outline basic marketing principles and practices and to develop an individual's ability to analyse and present recommendations on marketing problems.

The class will be limited to 50 students.

TEXT: LEIGHTON AND THAIN—*Canadian Problems in Marketing*—McGraw-Hill—1959.

Marketing II

20 lectures on Thursday evenings at 7:30 in Room 2035, Wallberg Building, beginning October 12th. Fee: \$40.00

An advanced, seminar-type course dealing with the development of marketing policy, and the nature of translating policy into effective action. The main emphasis of the course will be to study the application of logic and the "scientific method" to the solution of business marketing problems, primarily in the consumer goods and services fields. The student is expected to be familiar with basic marketing principles covered in Marketing I, so that this knowledge can be applied to the investigation of the interrelationship of advertising, sales management, merchandising and marketing research functions common to most business problems.

Actual case material will be presented for class discussion, requiring home preparation and active participation during the class.

The class will be limited to 40 students to permit an informal atmosphere.

Methods Research

Lecturer: M. F. Anderson

20 lectures on Thursday evenings at 7:30 in Room 101, School of Nursing, beginning October 12th. Fee: \$40.00

This basic course in the organization and operation of a methods research department will include Work Simplification and Work Measurement and Standards; Forms Design and Control; Data Mechanization and Data Processing; Integrated Data Processing; and other aspects of Methods Research work in business today.

This course is designed to assist smaller as well as larger businesses and should be useful to those wishing to install a methods activity and to those working in, or wishing to work in, a methods department.

The class will be limited to 50 students.

Office Management—Introductory

Lecturer: James Duffin

10 lectures on Tuesday evenings at 7:30 in Room 103, School of Nursing, beginning October 10th. Fee: \$20.00

This Introductory course will appeal to the General Supervisor or to men and women who are attracted to Office Management as a career. Also newly appointed Office Managers who have limited formal training may find useful the background information available in the course.

The content covered during the 10 evenings will be of a basic nature. There will be ample time for the discussion of problems.

Among the topics to be discussed are the following:

- The Office Manager's function and responsibilities

- Organization and Methods

- Personnel aspects

- Communications and Records

- Equipment and facilities.

The class will be limited to 50 students.

Organization of The Foreman's Job

20 lectures on Wednesday evenings at 6:00 in Room 103, School of Nursing, beginning October 11th. Fee: \$45.00

This course is designed to create better understanding of:

- The concepts of organization planning and their effective application to manufacturing and other businesses

- The principles of supervision and what these mean in terms of effective supervisory performance.

Course content will include discussion of:

- Growth and development of present-day manufacturing companies and their organization structures

- Typical functions in manufacturing companies

- Principles of organization and their application to establishing supervisory positions

- The responsibilities of supervisors

- The position of the supervisor in the overall organization structure

- Principles of supervision and their application

- The relationship of supervisors to their subordinate employees.

The class will be limited to 40 students.

Personnel Administration—An Introduction

Lecturer: N. W. Hayman

20 lectures on Tuesday evenings at 7:30 in Room 414, Mechanical Building, beginning October 10th. Fee: \$40.00

This course should prove useful to individuals who have just entered or are interested in moving into the personnel field. Also, for individuals in supervisory positions, the course will provide an appreciation of the personnel department's role in a business organization.

As an introduction to the field of Personnel Administration, the course covers the major personnel activities by means of lectures, class discussions and analysis of written and filmed cases.

Topics covered include the relationship of the personnel function to the rest of the organization, the nature of work, training and development of people, psychological and human relations research and their contributions to personnel administration, communication and interviewing, recruiting and placement, job evaluation and salary administration, merit rating, current labour relations problems and trends.

The class will be limited to 50 students.

Personnel Administration—Advanced *Lecturer:* J. A. Wainwright

20 lectures on Tuesday evenings at 7:30 in Room 121, Galbraith Building, beginning October 10th. Fee: \$40.00

This course is limited to those people who are presently engaged in full-time personnel work. The course will deal with the theory and practice of personnel administration in formal and informal organizations. It will emphasize the significance to persons (engaged in either line or staff activities) of their responsibilities for formulating as well as carrying out personnel policy.

A combination of lecture and case discussions will be the method employed. The cases will deal with the responsibilities of supervisor, manager and personnel administrator.

The content will include among others, a consideration of:

- Selection and placement
- Counselling development and training
- Methods and means of compensation
- Incentives and motivation
- Performance appraisal
- Union-Management relations
- Communication.

The class will be limited to 60 students.

Personnel Administration—Interviewing *Lecturer:* E. S. Phillips

20 lectures on Wednesday evenings at 8:00 in Room 414, Mechanical Building, beginning October 11th. Fee: \$40.00

There is considerable agreement that good management depends to a large extent on the character and degree of communication between supervisor and subordinate.

This course is offered for those who are interested in learning to interview or to improve their interviewing skills. While it may be of interest

to staff persons, it will be of particular interest to managers, foremen and supervisors.

The word "interviewing" has almost entirely been associated with the employment interview. In this course various types of interviews will be covered, i.e. counselling interviews, promotion interviews, corrective interviews, employee opinion interviews, appraisal interviews and exit interviews.

In the interview training the emphasis will be on observation, practice, critical review and discussion of practical experience.

The class will be limited to 35 students.

TEXT: KAHN AND CANNELL—*The Dynamics of Interviewing*, J. Wiley & Sons.

Personnel Administration—Labour Relations *Lecturer: J. Nesbitt*

20 lectures on Thursday evenings at 7:30 in Room 414, Mechanical Building, beginning October 12th. Fee: \$40.00

An understanding of the human relationships in an organization, and the manner in which these relationships aid and detract from the goals of the organization, has become increasingly important to all levels of management. In this course an intensive study will be undertaken of the complex situation arising out of the formal and informal administration of a union agreement, as well as the factors surrounding the negotiation of such an agreement.

The subject matter will be examined in the spirit of free enquiry rather than the propagation of a particular point of view. Reference will be made to relevant Labour Relation Law.

The class will be limited to 50 students.

Personnel Administration—Salary Administration

Lecturer: C. O. Parker

10 lectures on Thursday evenings at 7:30 in Room 121, Galbraith Building, beginning October 12th. Fee: \$20.00

This course will deal with the design and administration of salary plans for applicability to "white collar" positions in clerical, technical, and general administrative categories. It will involve the establishment of basic principles underlying salary structures and the development of a salary plan based on the established principles. It will cover basic policies, job analysis and evaluation, construction of salary schedules, basic administrative procedures and practices, and administrative control.

The course will be presented in the form of lectures complemented by class discussions and will provide reference material to serve as a later guide to those who may be concerned with the development of salary plans in their own organizations. The course is not designed for the practicing salary administrator; it is considered suitable primarily for anyone who is actively engaged in some other phase of personnel administration and wishes to acquire some knowledge and understanding of compensation practices, or for anyone in personnel administration who needs orientation preparatory to entering into the salary administration area or undertaking development of a salary plan.

The class is limited to 40 students.

Personnel Administration—Training *Lecturer: J. L. Sukloff*

20 lectures on Wednesday evenings at 7:30 in Room 2035, Wallberg Building, beginning October 11th. Fee: \$40.00

This course is specifically designed for those who wish to know and make use of the latest knowledge and techniques in training employees and in developing supervisors and managers to fit today's business and industrial needs.

Emphasis is placed on the value of training programmes and their practical use in solving the day-to-day and long-range operating problems of an organization.

The course provides an opportunity for people carrying personnel responsibilities or in line management positions to study programmes in effect in other companies and to learn more about

1. Organization Planning
2. Determining Training Needs
3. How People Learn
4. Teaching Techniques
5. The Art of Questioning
6. On the Job Training
7. Supervisory Training
8. Management Development.

The class will be limited to 50 students.

Production Management *Lecturer: J. Robinson*

10 lectures on Monday evenings at 8:00 in Room 116, McLennan Laboratory, beginning October 16th. Fee: \$20.00

This course investigates the activities and responsibilities of the Production Manager. Following a functional approach, emphasis will be placed on the activities of planning, organizing and control needed to produce an efficient and competitive producing unit.

Topics discussed include:

- Planning for production
- Organization for operation
- Production planning and control.

The course develops a conceptual framework within which to review production management. It does not present the techniques for production management.

The class will be limited to 40 students.

Psychology in Industry—Introduction

Lecturer: J. A. Wainwright

20 lectures on Wednesday evenings at 7:30 in Room 121, Galbraith Building, beginning October 11th. Fee: \$40.00

Psychology has developed many understandings of human behaviour that can be productively applied to business and industry.

This course deals with the application of the principles of psychology to business and industrial situations. Areas dealt with include the application

of psychology to employee motivation and attitudes, selection and placement, employee appraisal and promotion, training and development, and the effective use of psychological tests in business and industry.

Discussion of these areas of application will include consideration of such topics as absenteeism, labour turnover, work groups and informal organization, communication and leadership.

The class will be limited to 50 students.

Retail Distribution

Lecturer: D. W. Hillhouse

20 lectures on Monday evenings at 8:00 in Room 121, Galbraith Building, beginning October 16th.

Fee: \$40.00

The essential feature of this course is the examination of principles of retail distribution under present-day conditions. Modern retailing is a business of enormous complexity. The changing character of Canadian retailing will be studied in light of the environmental change of living habits, the pressure of increased productivity and development of new types of retail distribution.

All major areas of retail distribution will be considered. Particular emphasis will be placed on the methods and techniques by which the retail establishment can develop an efficient and profitable organization structure.

This course will take the point of view of the retail executive and will, therefore, be of interest to all management people engaged in or associated with large-scale retail distribution. The case method approach will be used extensively.

TEXT: MCNAIR, BURNHAM, HERSUM—*Cases in Retail Management*, McGraw-Hill.

Small Business Organization & Management

Lecturer: S. G. Hennessey

20 lectures on Wednesday evenings at 6:00 in Room 101, School of Nursing, beginning October 11th.

Fee: \$50.00

This series of meetings is intended for men and women who direct the affairs of small businesses. Such people are often unable to benefit from the experience and knowledge of close associates. They cannot draw easily on the specialized understanding and skill which are available in large enterprises. The purpose of these meetings is to assist them in overcoming some of these difficulties.

For this course, the term "small business", is intended to include business units having at least three of the following characteristics:

1. Management is independent and makes decision without superior external direction
2. Capital is supplied and ownership held by an individual or a small group
3. Area of operations is mainly local
4. Relative size: the business is not one of the biggest in the industry
5. Employees number fifteen or more.

Meetings will take the form of lecture-discussions. Current problems and situations will be examined. Members will have the maximum possible opportunity to participate and each is expected to contribute to the discussion at appropriate times.

The class will be limited to 35 students.

The Staff Role—Assistance to Others in an Organized Setting

Lecturer: N. Hayman

10 lectures on Monday evenings at 7:30 in Room E23, Electrical Building, beginning October 16th. Fee: \$25.00

This course provides the opportunity for individuals with "staff" in contrast to "line" responsibilities to intensively explore their role in their organizations. The aim of the course is to provide the participants with a better understanding of the staff function, as applied in such positions as executive or administrative assistant, consultant, office or personnel manager.

The course will combine several lectures with a series of discussions based on real situations involving the staff function.

The class will be limited to 50 students.

Statistical Methods

Lecturer: B. Bernholtz

20 lectures on Tuesday evenings at 7:30 in Room 101, School of Nursing, beginning October 10th. Fee: \$40.00

An introductory course in Statistical Methods and their application to the collection and analysis of data. While the underlying theoretical concepts will be discussed, mathematical derivations will be omitted. Topics which will be covered are:

- Frequency distributions
- Averages and measures of variability
- Tests of significance
- Confidence intervals
- Analysis of variance
- Regression and correlation
- Frequency data and contingency tables.

No mathematics beyond high school algebra is required.

The class will be limited to 50 students.

Taxation—Personal and Corporate *Lecturer:* J. R. Hutchinson

20 lectures on Wednesday evenings at 7:30 in Room 116, Wallberg Building, beginning October 11th. Fee: \$40.00

Often tax law will determine whether or not a business venture is feasible. Often the tax law itself creates business opportunities. This course is designed to give the executive an understanding of those aspects of taxation which will frequently confront him when making business decisions. Typical items covered are: amalgamations; depreciation policy, sales tax, dividend policy, etc.

As well as executives, this course should be of particular interest to trust company trainees, life underwriters, chartered accountants and lawyers who received their training outside Canada and who wish to become familiar with Canadian tax law.

The general plan will be to outline the relevant tax regulations covering a given topic, to give illustrative examples and to discuss the implications of the regulations. In addition to acquiring an appreciation of existing tax

law, it is intended that the executive will become familiar with the sources of information covering present and future regulations.

The major course topics are listed below:

1. Corporation Income Tax.
2. Depreciation
3. Arms Length Transaction
4. Purchase and Sale, Amalgamation of Businesses
5. Stock Options, Pension Plans, Profit Sharing Plans
6. Provincial Taxation
7. Capital Gains
8. Gift Tax
9. Succession Duties and the new Estate Duty Act
10. Sales Tax.

The class will be limited to 50 students.

Techniques of Operations Research

Course Director: W. SHELSON

20 lectures on Thursday evenings at 7:30 in Room 130, Mining Building, beginning October 12th. Fee: \$40.00

This course is intended to provide a working knowledge of some of the basic techniques in operations research. While it should point the way for the self-development of technical competence in future practitioners, it cannot, in the time available, be extensive enough to provide such competence. The treatment will, however, be considerably more intensive than that usually given in the single lecture survey-type course.

Four techniques of operations research will be dealt with by lectures with practical experience in the field. Five sessions will be devoted to each topic, and emphasis will be on the technical solutions to the problems and on the interpretation of the technical solutions in the light of the practical problem. Mathematical derivations will not be emphasized but a sufficient knowledge of mathematics to understand mathematical symbolism will be necessary. Some previous research experience is desirable.

Written Communication in Business *Lecturer: R. N. Beattie*

20 lectures on Thursday evenings at 7:30 in Room 104, School of Nursing, beginning October 12th. Fee: \$40.00

This course is designed to be given in two parts, the first part in the October–December term and the second in the January–March term.

The emphasis in Part I would be on:

- (a) a review of basic principles of grammar and composition
- (b) business letters.

The emphasis in Part II would be on:

the writing of reports, memoranda, manuals and other media of communication.

The class will be limited to 25 students.

TEXT: ROBERT L. SHURTER, PH.D.—*Written Communication in Business*.

Understanding Change in Business and Industry

Lecturer: D. MacLeod

10 lectures on Thursday evenings at 6:00 in Room 103, School of Nursing, beginning October 12th. Fee: \$20.00

This course is designed to give an overview of the process of change as it is found in business and industry. Attention will be focussed on three levels of change—change involving individuals; change involving face-to-face groups; change involving large organizational units. Consideration will be given to the role of first-line supervisors, senior executives and professional change-agents, personnel specialists, organization and methods specialists and other staff consultants. This is not a condensed “how-to-do-it” course. Instead an attempt will be made to expose students to ideas and experiences designed to increase their understanding of what is involved when they try to influence individuals or groups to change. The responsibility for translating what has been learned into terms of his own situation rests with the student.

Because of the importance of discussion to this course, enrolment will be limited.

ENGINEERING COURSES

Basic Radioisotopes and Radiation Technology

Lecturers: R. E. Jervis, and D. G. Andrews

20 lectures on Thursday evenings at 7:30 in Room 414, Galbraith Building, beginning October 12th. Fee: \$50.00

This course is intended to give persons in all types of industry some idea of the growing importance and the potential manifold uses of Radioisotopes and Radiation in industrial processes and research.

The course will cover some of the basic characteristics of radiation which are important to its industrial use. Many typical applications will be outlined, and some of the principles involved will be illustrated by lecture demonstrations. A survey of present applications in research, in agriculture and in the measurement and control of industrial processes will be presented. Possible new applications will be discussed. Films illustrating some beneficial uses of nuclear radiations will also be presented.

A course will be limited to 75 students.

Brittle Fracture of Metals

Lecturers: G. B. Craig and W. C. Winegard

10 lectures on Wednesday evenings at 7:30 in Room 414, Galbraith Building, beginning October 11th. Fee: \$20.00

This series of lectures will consider the relationship between the properties and structure of metals. The normal techniques for mechanical testing, macroscopic and microscopic examination and fracture classification will be discussed.

As far as possible, case histories will be used to illustrate the reason for service failures and how these could have been avoided.

A more detailed pamphlet will be available on request.

The class will be limited to 40 students.

Electric Power Systems

Lecturer: Wilfred Watson

25 lectures on Monday evenings at 7:30 in Room E.34, Electrical Building, beginning October 16th. Fee: \$50.00

This series of lectures covers the principal methods of analysis used in solving problems in electric transmission and distribution systems. The major emphasis is placed on power flow, voltage control, short-circuit, stability and surge problems.

Equivalent circuits are developed for the representation of transmission lines, transformers, generators, motors and loads. Methods of analysis of equivalent networks include the use of symmetrical components, systems of equations, network reduction and the applications of analyzers and computers.

An introduction to travelling wave theory is presented, including lightning and switching surge phenomena. The various types of system overvoltages are discussed.

The methods of analysis are applied to typical problems of power flow, unbalanced faults, steady state and transient stability and surge protection.

Plastic Analysis of Structures

Lecturer: F. P. J. Rimrott

25 lectures on Thursday evenings at 7:30 in Room T402, Mechanical Building, beginning October 12th.

Fee: \$50.00

The course is intended for professional engineers and designed to acquaint the participants with the analysis and design of structures by the methods of plasticity.

The following topics will be discussed: Plastic properties of materials; limit analysis of beams and frames; experimental evidence; upper bounds, lower bounds; concentrated and distributed loads; beam, panel, and joint mechanisms; combined mechanisms; Vierendeel truss, gable frame, multiple-story frames, grid, displacements; shakedown; limit design; arches, plates, shells.

The class will be limited to 50 students.

Soil Mechanics

Lecturers: W. L. Sagar, F. DeLory, and L. G. Soderman

This course is offered with the co-operation of the Department of Civil Engineering, C. F. Morrison, M.Sc., Head.

20 lectures on Tuesday evenings at 7:30 in Room 120, Galbraith Building, beginning October 10th.

Fee: \$40.00

This series of lectures is designed to serve as an introduction to Soil Mechanics for those who have had little formal training in the subject or who feel the need of a refresher course. It will consist of the fundamentals of Soil Mechanics starting with the definitions and basic principles and working up to the application of some of these principles to field cases. Some theory will be presented, but in general the aim of the course will be to present it in a manner such that it may readily be applied to practical cases.

The second section of the course will be offered in the Winter Term. It will consist of lectures on topics of a more advanced nature than those encountered in the first section and a further consideration and more rigorous treatment of some of the topics previously considered. In order to follow profitably, the lectures of the second section, the students should have taken the first portion of the course or have had a recent university undergraduate course in Soil Mechanics.

X-Ray Analysis—Theory and Application

Lecturer: Ursula Martius

20 lectures on Wednesday evenings at 7:30, in Room 119, Galbraith Building, beginning October 11th.

Fee: \$50.00

The course is intended for those chemists, engineers or metallurgists who use or intend to use X-ray diffraction techniques or X-ray spectroscopy and

want an up-to-date survey of the field. No previous knowledge of X-ray diffraction or spectroscopy is needed.

The course will emphasize the application of X-ray diffraction and X-ray spectroscopy to problems in research and industry, stressing recent advances in fundamental knowledge and instrumentation. These will be illustrated as much as possible by practical examples and actual case histories. Time will be provided for questions and discussion of problems brought up by the students.

The course will not deal with problems of radiography or with the medical application of X-rays.

The class will be limited to 50 students.

Special Lecture Programmes

The Division of University Extension co-operates with a number of organizations and associations in the operation of educational courses. The names of these courses and the respective associations are listed below.

Course	Organization
Administration in Food Services (Tuesday evenings beginning in January)	The Canadian Restaurant Association Toronto & District Branch
Brittle Fracture of Metals (Beginning in October)	American Society for Metals
Understanding Investment Securities (Wednesday evenings beginning in October)	Investment Dealers Association of Canada—Education Committee
Office Management (Beginning in September)	National Office Management Association (Toronto Chapter)
Fundamentals and Technology of the Plastics Industry (Tuesday evenings beginning in January)	Society of Plastic Engineers Inc., Ontario Section
Public Relations (Wednesday evenings beginning in October)	Canadian Public Relations Society Inc. (Toronto Branch)
Purchasing (Tuesday evenings beginning in October)	Purchasing Agents Association of Toronto
Internal Auditing (Tuesday evenings beginning in October)	Institute of Internal Auditors (Toronto Chapter)
Illumination (Wednesday evenings beginning in October)	Illuminating Engineering Society (Toronto Section)
Appraisal of Real Estate—Advanced (Monday and Tuesday evenings beginning in October)	Appraisal Institute of Canada and Toronto Real Estate Board
Surgical Trade Association Course	Canadian Surgical Trade Association Education Committee
Quality Control (Introductory & Quality Control through Statistical Methods) (both courses begin in October)	The Toronto Quality Control Society
Inorganic Chemistry (Mondays)	Chemical Institute of Canada (Toronto Section)

Pamphlets setting forth the detail of the content of these courses are available by calling WA. 3-6611—Local 301, 304.

Special Lecture Programmes
conducted by UNIVERSITY EXTENSION for the
Canadian Industrial Management Association
(Toronto Chapter)

A four-year programme of four sections leads to a designation C.I.M.
The four sections are:

- Section I Industrial Organization and Planning
- Section II Industrial Engineering and Industrial Relations
- Section III Accounting—Finance—Marketing
- Section IV Administrative Practices and Problems

All sections will be offered during the 1960–61 session. Each course will consist of 24 sessions. Information and special applications may be obtained by writing to:

The Director,
Division of University Extension,
65 St. George Street,
Toronto 5.

Society of Industrial and Cost Accountants

A four-year programme leads to the designation R.I.A. Credits must be obtained in seven subjects and a thesis completed. Two subjects in each of the four years must be taken during a session. Lectures commence the first week of October with one lecture a week in each subject for ten weeks in the Fall term and twelve weeks in the Spring term. All information pertaining to education requirements, fees, registration and subjects should be obtained by writing to the

Secretary-Treasurer,
Society of Industrial and Cost Accountants,
31 Walnut Street South,
Hamilton, Ontario.

The programme consists of seven full courses and two half courses covering a period of four years. A thesis must be submitted within a certain period after the last examination is passed.

Primary —Accounting I
 Industrial Legislation

Intermediate—Accounting II
 Industrial Organization and Management

Final

Part I —Accounting III
 Fundamentals of Cost Accounting & Managerial Statistics
 (half course)

Part II —*Advanced Cost Accounting
 Report Writing (half course)
 and a thesis.

The programme may be adjusted to take advantage of lecture classes being held in any centre, and to accommodate students who have been granted certain exemptions.

EVENING COURSE IN BUSINESS

Leading to a Certificate

The Evening Course in Business provides instruction in the basic principles of modern business. The course is designed for mature men and women in business and industry and in the civil service.

The Course consists of six subjects in the field of business and industry, four of which, Accounting, Economics, Human Factors of Administration and Business Organization are compulsory. Two optional subjects are selected from the following group:

Business Finance, Marketing, Production, and Elementary Statistics. One of these is selected in each of the Second and Third Years.

Admission Requirements

The minimum requirements for admission are Ontario Grade XIII (or equivalent) showing standing in at least NINE papers which must include English. Students over twenty-five years of age who lack standing in Grade XIII, and who have had suitable business experience, may be admitted to the First Year conditionally, and will be allowed to continue on successful completion of the First Year. These students must submit a birth certificate at the time of application.

All applicants are required to submit evidence acceptable to the University of Toronto of facility in English. The following evidence is acceptable:

- (a) Standing, in accordance with the General Admission Requirements, in English in the Ontario Grade XIII Certificate, or other certificates recognized by the University of Toronto as equivalent.
- (b) The Certificate of Proficiency in English issued by the Universities of Cambridge or Michigan, or satisfactory achievement in the University of Michigan English Language Test. (Details regarding the foregoing may be secured from the Registrar, University of Toronto.)

The University is prepared to consider other evidence that may be submitted.

Advanced Seminars are offered by the School of Business on:

Principles of Administration
Marketing
Production
Finance

Details may be obtained by contacting:

The Secretary,
School of Business,
University of Toronto,
Toronto 5, Ontario.
Telephone: WA 3-6611—local 469

Services of the DIVISION OF UNIVERSITY EXTENSION

In addition to the Business and Industry courses, the Division of University Extension offers many other courses and services. Readers of this brochure are invited to ask about

- (1) *General Course (Extension)* leading to the Bachelor of Arts degree.
- (2) *Evening Course in Business, Leading to a Certificate.* Providing instruction in the basic principles of modern business, this course is designed for mature men and women in business, industry, and in the Civil Service, who are in or working toward, positions of responsibility. One or two of the six subjects may be undertaken each year. Six are required for graduation.
- (3) *Evening Tutorial Classes* are available for adults in the Metropolitan area of Toronto and the surrounding districts. The programme includes a wide range of subjects in the liberal arts for those who are not seeking credit. Special courses are also offered to meet the needs of professional and semi-professional groups.
- (4) *Correspondence Courses* are conducted for The Association of Administrative Assistants, the Canadian Association of Purchasing Agents, The Canadian Credit Institute, The Canadian Institute of Realtors, The Certified Public Accountants' Association of Ontario, the Chartered Institute of Secretaries, The Institute of Export, The Society of Industrial and Cost Accountants. The Division of University Extension is also associated with the Institute of Chartered Life Underwriters of Canada in the supervision of their C.L.U. Course.

For information on all courses, telephone WA. 3-6611, locals 304, 308, 526, 527.

LOCATION OF CLASS ROOMS

Business and industry classes meet in the following buildings:

- Mechanical Building—East side King's College Road, Second building from corner of College Street.
- McLennan Laboratory (Physics Building)—West side King's College Road. Immediately north of lane to University Press and just north of College Street.
- Wallberg Building—Corner of St. George and College Streets. Use west entrance.
- School of Nursing Building—West side of St. George Street at corner of Russell Street. Use Russell Street entrance.
- Galbraith Building—North of College, East of St. George.

PROGRAMME OF COURSES

MONDAYS

	<i>Begins</i>	<i>Fee</i>	<i>Page</i>
Accounting—Introductory	Oct. 16	\$40.00	9
Accounting—Intermediate	Oct. 16	\$40.00	9
Accounting—Financial Statement Analysis	Oct. 16	\$40.00	9
Accounting— Fundamentals for Non-financial Managers	Oct. 16	\$40.00	10
Canadian Surgical Trade Course—Physiology	Oct. 16	\$50.00	28
Economics—Canada's Major Industries	Oct. 2	\$25.00	13
Economics—Introductory	Oct. 16	\$40.00	12
Economics—Canada and The World Economy	Oct. 16	\$30.00	13
Economics—Money, Banking and Finance	Oct. 16	\$30.00	14
Electric Power Systems	Oct. 16	\$50.00	25
Production Management	Oct. 16	\$20.00	20
Retail Distribution	Oct. 16	\$40.00	21
The Staff Role	Oct. 16	\$25.00	22

TUESDAYS

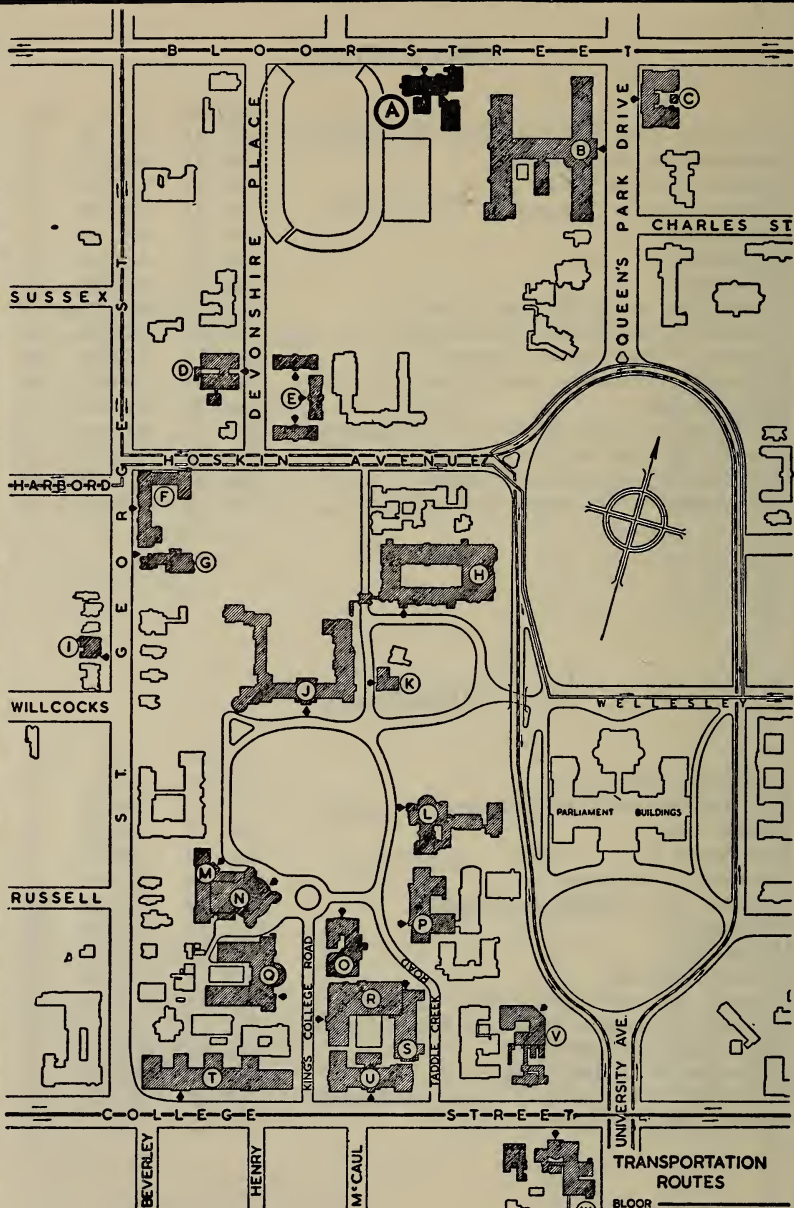
	<i>Begins</i>	<i>Fee</i>	<i>Page</i>
Administration in Food Services	Jan. 9	\$15.00	28
Business Administration	Oct. 10	\$40.00	11
Business Forecasting—Principles and Practice	Oct. 10	\$20.00	12
Internal Auditing—Introduction	Oct. 10	\$15.00	28
Internal Auditing—Advanced	Jan. 9	\$15.00	28
Office Management—Introduction	Oct. 10	\$20.00	17
Personnel Administration—Introduction	Oct. 10	\$40.00	18
Personnel Administration—Advanced	Oct. 10	\$40.00	18
Plastics	Jan. 10	\$25.00	18
Purchasing	Oct. 10	\$35.00	28
Quality Control—Introduction	Oct. 10	\$20.00	28
Quality Control—Statistical Methods	Oct. 10	\$40.00	28
Real Estate—Advanced	Oct. 10	\$50.00	28
Soil Mechanics	Oct. 10	\$40.00	26
Statistical Methods	Oct. 10	\$40.00	22

WEDNESDAYS

	<i>Begins</i>	<i>Fee</i>	<i>Page</i>
Accounting—Cost Accounting For Management	Oct. 11	\$40.00	10
Administrative Practices	Oct. 11	\$40.00	11
Brittle Fracture of Metals	Oct. 11	\$20.00	25
Effective Speech in Business	Oct. 11	\$40.00	14
Illumination I	Oct. 11	\$20.00	28
Illumination II	Oct. 11	\$20.00	28
Marketing IA	Oct. 11	\$40.00	16
Organization of the Foreman's Job	Oct. 11	\$45.00	17
Personnel Administration—Interviewing	Oct. 11	\$40.00	18
Personnel Administration—Training	Oct. 11	\$50.00	20
Psychology in Industry—Introduction	Oct. 11	\$40.00	20
Public Relations	Oct. 11	\$40.00	28
Small Business Organization and Management	Oct. 11	\$50.00	21
Taxation—Personal and Corporate	Oct. 11	\$40.00	22
Understanding Investment Securities	Oct. 11	\$20.00	28
X-ray Analysis—Theory and Application	Oct. 11	\$50.00	26

THURSDAYS

	<i>Begins</i>	<i>Fee</i>	<i>Page</i>
Advertising Management	Oct. 12	\$40.00	11
Basic Radioisotopes and Radiation Technology	Oct. 12	\$50.00	25
Business Law	Oct. 12	\$40.00	12
High Speed Data Processing	Oct. 12	\$50.00	14
Industrial Management	Oct. 12	\$40.00	15
Man and His Working Environment	Oct. 12	\$40.00	15
Marketing IB	Oct. 12	\$40.00	16
Marketing II	Oct. 12	\$40.00	16
Methods Research	Oct. 12	\$40.00	17
Personnel Administration—Labour Relations	Oct. 12	\$40.00	19
Personnel Administration—Salary Administration	Oct. 12	\$20.00	19
Plastic Analysis of Structures	Oct. 12	\$50.00	26
Techniques of Operations Research	Oct. 12	\$40.00	23
Understanding Change in Business and Industry	Oct. 12	\$20.00	24
Written Communication in Business	Oct. 12	\$40.00	23



DIRECTORY OF BUILDINGS

A ECONOMICS &
SCHOOL OF BUSINESS
B ROYAL ONT. MUSEUM
C HOUSEHOLD SCIENCE
D OCCUP. & PHYS. THERAPY
E MEN'S RESIDENCES
F WHITNEY HALL
G U.C. WOMEN'S UNION
H HART HOUSE
I INST. OF CHILD STUDY
J UNIVERSITY COLLEGE
K BOOKSHOP

L LIBRARY
M SIMCOE HALL
N CONVOCATION HALL
O ENGINEERING
P MEDICAL
Q McLENNAN LABORATORY
R MECHANICAL
S ELECTRICAL
T WALLBERG MEMORIAL
U MINING
V BOTANY
W ROYAL CONSERVATORY
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COMPANY NAME

BUSINESS ADDRESS

PRESENT POSITION

DATE SIGNATURE

Any Course may be cancelled if there is insufficient enrolment. Fee is refunded in
case of cancellation of Course or applicant may apply fee to another Course if application
is made for transfer. (Please see booklet for details.)

→ Please complete section "B". DO NOT DETACH ←

B MR.

NAME MRS.

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BUSINESS and INDUSTRY COURSES

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